

PROJECT OVERSIGHT REPORT

Offender Management Network Information (OMNI)
Department of Corrections (DOC)

Report as of Date:
April 2004

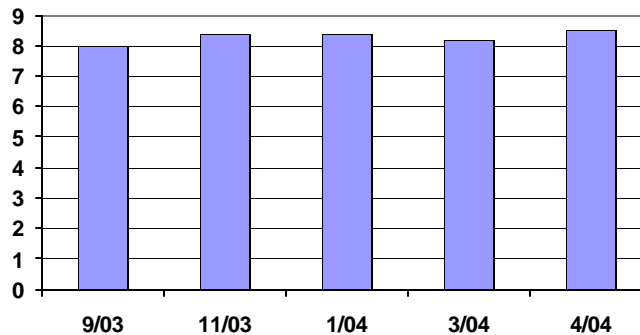
Project Director: Carol Meraji
Executive Sponsor: Joe Lehman

MOSTD Staff: David Koch

Severity/Risk Rating: High (high severity, high risk)

Oversight: Level 3 – ISB

Overall Project Risk Assessment



Staff Recommendations: ISB oversight staff recommends that DOC and IBM continue to refine the project schedule and improve communications between respective staffs.

Issues/Risks:

Resources: Since the last report (3/04) IBM has replaced the project manager. Lori Garriss is the third IBM project manager since Jan. 2004. DOC has hired a deputy project manager to assist in the day-to-day management of this project. This position will assist in the coordination of DOC efforts and allow the DOC project manager more time to coordinate critical issues with IBM's project manager. DOC has also hired critical personnel for key positions on the project (test manager and schedule manager). Any additional project manager changes and/or key personnel changes at this point will prevent the completion of the project by IBM's scheduled date of December 31, 2004.

Schedule: Considerable time has been spent by the two project managers to create an integrated project schedule. Project management processes have been developed to track and manage the revised schedule. This schedule is absolutely critical to the coordination of project resources and stakeholder availability. The contracted delivery date for the Phase 2 requirements is Dec. 31, 2004. While it is possible that IBM can meet this date, it is not probable. At this point there is a slippage of delivery (5 weeks) to February 2005. This slippage, if not corrected, will impact IBM's ability to provide the contracted 6 months of support (June 2005).

Budget/Cost: Contract issues between DOC and IBM resulted in Amendment 5 of the original contract. As a part of issue resolution a revised Statement of Work (SOW) was written. This resulted in an increase in the project budget of \$3 million. Funds for this increase will come from the existing DOC OMNI project change budget and funds that were originally budgeted for Phase II system maintenance. The contract is a fixed price, deliverables based contract.

Scope: A rigorous change management process is being enforced for the new Phase II requirements. There is an escalation process for the review of change requests that, if necessary, are resolved by the Secretary of DOC and an IBM Vice President.

Project Management/Processes: The external quality assurance vendor and staff to the Board have seen evidence of improved project management by both DOC and IBM (Rick Walker and Lori Garriss respectively). Both project managers are extremely competent and are working well together to bring the project to a successful completion. Any breakdown in communication between the DOC and IBM project managers will prevent the scheduled conclusion of Phase II. A considerable amount of both project managers' time has been used to link all project processes together to provide the best information possible to executive decision makers.

Issues Management: The renegotiated SOW included resolution of all major outstanding issues including database/application communication or "triggers", and the delivery of common OMNI functionality known as "Common Services." The new DOC Project Manager is responsible for ensuring adherence to the formal project issues management process. It is the stated goal of the DOC IT Chief/Project Director and OMNI Project Manager to resolve issues at the lowest level and as expeditiously as possible with prompt escalation, when and where required. This process has already resulted in the quick identification and resolution of problems at the DOC/IBM project manager level.

Communications: Communications between DOC and IBM have improved at all levels. Teams are looking for ways to solve problems rather than "finger pointing".

Other

- Quality Assurance: The external quality assurance (QA) contractor left the project on December 31, 2003 when the original QA contract ended. The new external QA began March 10, 2004. The external QA is COPLAN and Company from Seattle. There is a risk from the break in continuity of QA processes during the transition to the new QA contractor. This risk is being mitigated through a review of all open QA corrective actions and a complete assessment of the project. The new QA and the DOC/IBM project managers are conducting this review and assessment. Uncorrected issues will be reopened for tracking. DOC and IBM have agreed to a priority for resolution of uncorrected issues with the most impact on project completion and quality.
- ISB Oversight: Assignment of a new ISB staff oversight consultant continues to require "on the project" training.

Status:

Life Cycle Stage: Phase II, in progress (detailed design).

Budget/Cost: The base budget allocated by the Legislature is \$12.5 million for Phase II (\$9.5 million of which is allocated to the IBM Global Services contract). As mentioned, the Amendment 5 amount included an additional \$3 million to be paid to IBM. The savings incentive fund of \$1.8 million that had been established for change orders was included in the \$3 million (with no additional overall project costs). There have been no payments to IBM for Amendment 5 deliverables. As of March 31, 2004, the total budgeted expenses were \$10.0 million. In addition 2.5 million was approved in the 2004 Supplemental Budget to be transferred to Fiscal Year 2005. Total actual expenses were \$9,748,003.

Schedule:

<u>Phase II Milestones</u>	<u>Schedule</u>	<u>Status</u>
1. Statement of Work signed	February 2002	Completed on time
2. Architecture documents approved	March 2002	Completed on time

3. Records and Risk Management Indicator (RMI)/ Level of Severity Indicator Revised (LSI-R) Data models approved	June 2002	Completed on time
4. Grouped databases converted to work with DL/2	July 2002	Completed on time*
5. Remaining databases converted to DL/2	August 2002	Completed on time*
6. RMI application delivered	November 2002	Completed Late**
7. LSI-R application delivered	November 2002	Completed Late**
8. Drop 2A final test plan approved	May 2003	Completed Late**
9. Drop 2A system test executed (IBM product delivery Records and Chronos)	June 2003***	Completed Late
10. Amendment 5 to contract	December 2003	Signed
11. Integrated project schedule	Jan. 2004	Completed late
12. Phase II, drop 1	June 2004	Ongoing
13. Phase II, drop 2	August 2004	Pending
14. Phase II, drop 3	Dec. 2004	Pending
15. Phase II Completion	December 2004	Ongoing
16. Acceptance	June 2005	Pending

* Not in production

** Expanded scope caused delivery schedule to move

*** New or revised tasks reflecting schedule modification to delay development of Classifications and Sentence Structure and Time Accounting modules

Background Information

Description: The Offender Management Network Information (OMNI) project, formerly known as the Offender-Based Tracking System (OBTS) replacement project, will replace and improve the legacy systems and applications that the Department of Corrections (DOC) currently uses to monitor and track convicted offenders for the state of Washington. DOC has contracted with IBM Global Services to design four build-and-implement phases for OMNI. Each phase will provide measurable benefits.

The phases are:

- Phase I - Architecture definition, Offender Accountability Plan (OAP), and data warehouse implementation, training, overall application design, and Records and Chronological Entries (Chronos) software detailed requirements design.
- Phase II – Chronos, Records, Sentence Structure and Time Accounting, and Classification (change).
- Phase III – (not funded) Release, Incident Reporting, Disciplinary, Grievance, Resource and Program Management, CCO Workload Assignments, Case Management, End of Sentence Review, Offender Groups, Pre-sentence Investigation, Legal Financial Obligations, Movement/Capacity Management, Inmate Property, Interstate Compact/Border Administration, Offender Schedule, and Detainers and Warrants.
- Phase IV – (not funded) Sex Offender Treatment, Mental Health Records, Chemical Dependency, Community Service, Indeterminate Sentence Review Board, Case File Audit,

Inmate Trust Account/Inmate Store/Inmate Gratuity Calculation, Cost of Supervision Billing, Medical and Dental Records, Public Access, and Victim/Witness Notification.

Technology: Using IBM Websphere software, the OMNI application will be delivered to DOC desktop clients via JAVA applets. The system employs the System 390 mainframe platform as an enterprise server and the DB2 database management system for databases and data warehouses.